

Social Mobilization Guideline

**Rural Village Water Resource Management Project
(RVWRMP)**

**Working paper
(Will be updated annually)
2009**

Abbreviations

CBT	Capacity Building Training
CM	Community Mobilizer
CMC	Chairperson and Manager's Conference
COs	Community Organizations
DDC	District Development Committee
DLGSP	Decentralized Local Governance Support Program
DMC	District Management Committee
IGA	Income Generating Activities
IWRM	Integrated Water Resources Management
LAs	Line Agencies
MOA	Memorandum of Agreement
NGOs	Non- Governmental Organizations
O & M	Operation and Maintenance
REDP	Rural Energy Development Program
RVWRMP	Rural Village Water Resources Management Project
Rs	Rupees
SLC	School Leaving Certificate
TOP	Terms of Partnership
UC	User Committee
VDC	Village Development Committee
W.N.	Ward Number
WRFG	Water Resources Functional Groups
WRMC	Water Resources Management Committee
WUMP	Water Use Master Plan

Introduction

Rural Village Water Resource Management Project (RVWRMP) has been initiated in seven districts of Far-Western Region and two districts of Mid-Western Region with financial and technical support of Government of Finland. The basic objective of the project is to “**improve quality of life, environmental conditions and increased opportunities to improve rural livelihoods in the 80 VDCs of nine districts through rational, equitable and sustainable use of water at the community/village level.**”

The project approach is based on the following key principles and tools:

- I. **Holistic approach** – comprehensive, multi-sector planning and preparation process.
- II. **Bottom up approach** – community mobilization through principles and approaches of social mobilizations.
- III. **Participatory approach**- ownership promotion.
- IV. **Income Generation**- entrepreneurship promotion
- V. **Coordination**-linkages with other ongoing projects
- VI. **Multiple use of water**-water resource management

In order to meet the overall objective of RVWRMP through above key principles and tools, social mobilization will be undertaken as a crucial element in the implementation of project activities at the village level. Thus, a brief guideline for the social mobilization has been prepared to implement the project in uniform way in all selected VDCs.

Social Mobilization

The Social Mobilization in a broader sense means organizing people living in the same community with a specific purpose.

A more comprehensive definition of Social Mobilization suggests that it is a dynamic and participatory process of empowering people, especially the poor and the socially excluded, for their socio-cultural, political and economic upliftment in a sustainable manner.

1.1. Assumption

In Society, people are willing and have the potentiality to do many things by themselves for their own well-being and the well-being for their family and their society/community.

The objective

The aim of social mobilization therefore, is to harness the dormant potentiality and willingness of people to help themselves.

The approach

People need social/technical guidance to harness their potential. Such guidance is essential for following purposes:

To get organized –for pooling of resources, cutting down overheads, achieving economy of scale, etc.

To identify genuine leaders/cadres/activists from amongst themselves from the community. It is only these cadres and not outsiders that can bring out the willingness and harness the potential of the people.

To identify and prioritize what people are willing to undertake in terms of opportunities and needs

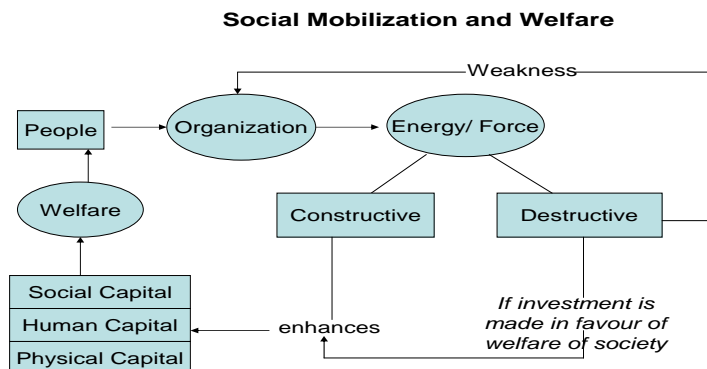
To assess the feasibility of identified opportunities and needs in terms of peoples' capacity, willingness, equity, sustainability, requirement of resources from within and outside.

To arrange, secure and facilitate the flow of required resources to the community and

To monitor, lobby and establish linkages between communities and other development agencies (DDCs, VDCs, LAs, NGOs)

1.2. Social Mobilization and Welfare

The process of social mobilization creates energy/force. If constructive, this force can be used to enhance social capital (Laws and Regulations, Respect for Laws, Monitoring, Evaluation, and Accountability), human capital (Knowledge, Skill etc) and Physical capital (Community building, Drinking Water, Irrigation, sanitation, Hydro Power, other physical infrastructure) in the society, which raises the welfare of the people. The energy/force may also take a destructive form in which case, the welfare of the people is reduced due to destruction in social, human and physical capital in the society. It has been expressed in the chart given:



2. Concept of Social Mobilization in RVWRMP

The Concept of RVWRMP provides the platform for people's involvement in every stage of the project to take the ownership. Participation requires the involvement of all people in the actions which enhances their capacity to make decisions regarding their wellbeing e.g. security, income and self-esteem. Participation of community will be more productive if they

are made capable in decision-making, implementation, benefit sharing, and self-evaluation. This ensures efficient use of resources, equity, sustainability and empowerment.

RVWRMP social mobilization, thus, is a multi-dimensional phenomenon and it consists of six basic elements:

- 1. Organization Development**
- 2. Integrated Water Resource Management**
- 3. Capital Formation**
- 4. Skill Enhancement**
- 5. Women's Empowerment**
- 6. Environmental and sanitation management**

Besides these three, **transparency, consensus based decision-making and accountability** are supportive elements of social mobilization.

The specific social mobilization functions of RVWRMP are listed below:-

- Sensitize community on concept of social mobilization and modality of RVWRMP to form separate male and female organization in every settlement of programme VDC.
- Create awareness to the member of community organization about the importance of community organization for undertaking development work in integrated water resource management, environment and sanitation management through self-help approach.
- Mobilize community resources and skills to undertake Drinking Water supply, Irrigation, Micro Hydro, Sanitation scheme and other development initiatives.
- Enhance skill and capability of community organizations, users groups to manage and utilize opportunity and resources through integrated water resource management for various socio-economic activities and
- Promote good governance by empowering local community through resource mobilization and human resource development.

2.1. Organization Development

The underlying element is that people get organized to perform various social activities if they live in proximity and share common interest. The project sensitizes the local community members to the benefits of working collectively to undertake different activities, which would not have been possible on the individual basis. Even the raising of equity contributions from the members for implementing community development activities will become somewhat easier and quicker through these community organizations.

2.2. Integrated Water Resource Management

Lack of awareness and cohesiveness among local community people makes them unable to maximize the benefit of available water resources in the village. Therefore, dormant potentiality of local community needs to be harnessed through social mobilization process

for sustainable management of the water resources at village and VDC. Ultimately this improves their quality of life. In general, integrated water resources management covers the following initiatives by the participatory approach:-

- Identification of existing and potential sources of water.
- Preparation of Water use Master Plan (WUMP)
- Implementation of plan
- Exploration for other funding agencies
- Watershed protection and management
- Multiple use of water

2.3. Capital Formation

Capital is an important and essential input for development work; it can be developed through the mobilization of internal and external resources.

Saving and Credit have proved to be an appropriate mechanism to mobilize the local capital for productive uses. Though it may be meager in term of saving by individual member, it may become substantial when combined collectively. The saving generated by community members through regular saving and credit operation will help to create assets in the organization. Capital generated in this way helps as supplementary for the credit needs of community members to undertake IGA and micro-enterprise at household and community levels. In addition to this, water tariff and revenue collected from hydro power and other use of water helps in the empowerment of community members in undertaking various development activities in the future.

2.4. Skill Enhancement

Skilled people perform the tasks more efficiently than unskilled. Thus, various kinds of need based skills imparted to the community people will enhance their capacities to use and maximize the benefits by their own participation and use of available resources. The skills required for the community members can be categorized under following headings:

Skill to run community organizations (COs), water resource management committee (WRMC) and water resource functional group (WRFG) smoothly.

The training required are:

- Management of organizations, saving & credit operations, book keeping, leadership development, participatory planning and monitoring etc.
- Skill to implement and operate DWS, Micro hydro, etc.
- Skill to enhance productivity by the use of Irrigation, and water energy.
- Skill to manage sanitation facility and management of watershed area.
- Skill to plan and prioritize their need.
- Skill to run IGA and micro enterprise
- Skill to initiate various social activities

2.5. Women's Empowerment

The involvement of women in integrated water resources management (IWRM) builds up their confidence and become capable of undertaking various development activities at the household and community level. Besides this, sustainable and multiple use of water can also be ensured by women participation. It has been observed that income in the hand of women contributes more to improving the total security and welfare of the family. The involvement of women in economic and social activities enhances their control on resources which builds up their confidence level. Upon getting the opportunity, women can demonstrate their capability as equal partners in the development process.

2.6. Environmental and Sanitation Management

Sustained and multiple use of water resources depends on the watershed condition and the management of natural resources which include community forestry, tree plantation, land terracing and other environmental protection measures. It covers the following initiatives:

- Commercial community forestry.
- Plantation of fodders and trees.
- Environmental Education
- Health and Sanitation Education

3. Process of Social Mobilization in RVWRMP

3.1. Option.1:- If VDC are not socially mobilized by any agency, then perform following actions:

Main Activity		Sub-Activities	
1	VDC Entry	1	Introduce the RVWRMP in VDC
		2	Sign MOU with VDC
		3	Identify and map the settlement/village in VDC
		4	Conduct sensitization in every settlement on RVWRM and its modality
2	Development of Organization	1	Conduct first dialogue on importance and process of social mobilization
		2	Formation of male and female organization separately in every village
		3	Provide preliminary training in CO management
		4	Get the CO enrolled in the VDC office
		5	Formation of WRMC and WRFG
3	Capital Formation	1	Inculcate habit of saving in regular meeting of CO
		2	Establish a transparent account keeping System
4	Capacity Building of CO/WRMC/UC for maturity	1	Provide technical backstopping regularly
		2	Initiate WRMC meeting on monthly basis.
		4	Formation of UC
		5	Arrange management training to Chairperson and managers of COs, WRMC, WRFGs
		6	Get necessary policy formulated in each CO, WRMC/WRFG and UC

Note: 1. This is a proven model in Nepal and has been replicated by REDP, DLGSP and other development agency

2. For WUMP preparation, Refer to Step by Step Manual of RVWRMP.

3.2. Community Organization Formation Process

3.2.1. First Step (first dialogue-part-1)

The first dialogue of social mobilization is to sensitize the local community people on the importance of organization to undertake various activities on integrated water resource management and for socio-economic development that helps to improve their lives. In mass sensitization, it is mandatory that at least one male and one female member of each household attend the meeting. The community mobilizer and other team members of RVWRMP conduct the first dialogue with community people. It is a two way communication. The purpose of the mass sensitization is to:-

- Make the community people aware of the need and importance of water resource management and community development.
- Motivate local community people to come together and form COs for socio-economical development.
- Sensitize them on the importance of capital (money) and explore the ideas to generate the internal capital.
- Discuss the characteristic and quality of chairperson and manager to run the organization smoothly.

The following tools are used during mass sensitization:

- Drawings, cartoons, photos of single effort/collective effort: These help people to understand and realize why they should be organized.
- Practical events: Ask one member of community to lift the heavy stone, and then ask 4-5 members to lift the stone. Ask the difference. They realize the importance of organization.
- Cite the successful story of community based organizations.

Community mobilizer should provide some time to discuss on the basic six elements of RVWRMP among themselves. Once they select chairperson and manager unanimously. Then perform part second of first dialogue which is **recognition of Community Organization**.

3.2.2. Step-2 (First Dialogue, part-2) Recognition of Community Organization.

During the formalization of community organization, Community Mobilizer along with WRA/project team members meet the community people and hold dialogue to test if the following situations prevail or not:

- **Test of partnership:-** Test whether or not all agree to the terms and conditions spelled out in the RVWRMP implementation guideline.
- **Consensus test:-**Test whether or not the chairperson and manager are selected by consensus.
- **Accountability test:-**Check whether or not every one takes responsibility for the chairperson and manager's honesty.

- **Aptitude test:**-Check whether or not the manager has the required aptitude for account keeping and whether or not chairperson is capable of integrating the whole settlement/village and bringing poor and other deprived groups forward.
- **Commitment test:** Check whether or not the chairperson and manager are committed to live in the village and serve the village rather than migrate elsewhere.

If the above conditions prove as satisfactory, then perform following actions:

- Commencement of the Community Organization (CO) to all present in the meeting should be announced.
- Provide information to CO members regarding the rights and duties of Chairperson, managers and members themselves (Annex-1) and clarify that chairperson and manager do not hold power rather the sovereignty lies with the CO members.
- Assist CO members to decide on the dates, time and place to conduct regular CO meeting and advise them to ensure that this date does not get changed. The date, time and place should be acceptable and convenient to all members of the community; especially the demands and restrictions of women, dalits and other vulnerable groups should be taken into account.
- Teach them how to hold meeting (annex-2) and minute in the register (sample of minute book is in annex-3)
- Enroll the COs in VDC (Annex-6)

If the above conditions are not met, then following actions are performed:

- Re-sensitize the community members on the importance of organization.
- Discuss the quality and characteristics of chairperson and managers.
- Give some time to discuss and identify the appropriate person /cadres in the community for chairperson and manager, then perform the dialogue and test to get satisfy with above conditions.

3.2.2.1. Process of performing the test

Community Mobilizer/other team member should recall the importance of organization in context to integrated water resource management, environment, sanitation, capital formation, women's empowerment and skill development. The CM should be insured that all community people should understand clearly basic elements of the RVWRMP social mobilization. If they all are agreed on the terms and conditions spelled out in the RVWRMP guidelines, then perform the following actions to test the consensus based decision in selection of chairperson and manager, his/her aptitude, accountability and commitment:

Bring the selected chairperson and manager in front of community people.

Are you all agreed to the terms and conditions of RVWRMP? **The reply of community member should be "Yes"**

Ask, do they posses the quality and characteristics that we discussed in previous meeting? **Reaction of the community member should be "Yes"**

Ask, who selected them? **Reply should be "We"**

If they misappropriate, who will be responsible? **Reply should be "We"**
Who will evaluate their performance? **Reply should be "We "**

After that ask the following to chairperson and managers:-

- ✓ Why did they select as chairperson? (*Most often, the answer is everyone wanted me the chairperson, so how could I refuse their request. I have to carry out this responsibility*)
- ✓ Why did they select as manager? (*Most often, the answer is everyone wanted me the chairperson, so how could I refuse their request. I have to carry out this responsibility*)

After this process, the community organization will be given formal recognition and CO should conduct regular meeting, and saving. On next day, the recognized CO will be recorded in VDC.

3.2.3. Option 2. Where 80-90% households are covered through approaches and principles of social mobilization by other agency

Role of RVWRMP

Identify the support agency and establish Terms of Partnership (TOP) to implement the programme.

Ensure status of community organization

- i. Active, passive and defunct COs.
- ii. Identify who are left out (income poverty, ethnicity point of view)

Sensitize the community members of passive and defunct COs in VDC and re-organize them.

Assist missing households to join in the existing CO to reap the benefit of RVWRMP.

Then initiate the preparation of WUMP mobilizing and sensitizing existing COs.

Manage community mobilizer of same VDC to work. if Community Mobilizer (CM) is outsider.

3.2.4. Option 3. Where less than 80% households are covered through approaches and principles of social mobilization

Role of RVWRMP

Check whether support agency is still working in the VDC or not. If yes, then perform the activities spelled in option two.

If not, then perform following :

- Recruit community Mobilizer (CM) of same VDC and provide training on approaches and principles of social mobilization.

- Sensitize community members on Social mobilization and RVWRMP modality.
- Cover all the potential households.
- Organize CMC and initiate the preparation of WUMP through the mobilization and sensitization of COs.
- WUMP preparation and Social mobilization process can be initiated simultaneously.

3.3. Role of Community Organization (COs)

The active participation of all Community Organizations in WUMP preparation, implementation, construction phase and benefit sharing of the programme leads to the emergence of self-governing institutions of the community members at the grassroots. Generally, a community organization performs a number of functions. The important functions are listed below:-

- Conduct regular saving and credit scheme and mobilize saving for undertaking different income generating activities.
- Identify their needs related with water resource management, environment and sanitation management.
- Nominate and send genuine member on consensus based decision, to participate in village Water Resources Management Committee (WRMC).
- Maintain all the decisions made during the meeting, in the minute book.
- Form various Users Committees (UCs) as per need and feasibility.
- Assist UCs to generate the O & M fund regularly.
- Mobilize local resources to support in the implementation of scheme.
- Encourage and motivate their members to participate in the health and sanitation campaign.
- Perform the affirmative actions to empower poorest of poor in the CO.
- Conduct participatory monitoring of CO.
- Formulate the plan and implement different activities as per need and feasibility.
- Establish functional linkages with UC, WRMC, VDC/DDC and other development agencies.
- Select appropriate member for the trainings organized by the project.
- Establish coordination and linkages with other COs at the cluster or at VDC.

3.5. Initiating Capital Formation through internal Savings

- I. CO member should be made aware that it is mandatory for everyone of them to deposit certain amount of saving during each meeting of CO. Saving amount should be determined as per the capacity of the poorest of poor households in the community.
- II. The members and managers should be explained about the process to be followed while collecting savings and documenting the records. The saving and attendance register and passbook (annex-4 & 5) should be handed over to CO and community mobilizer teaches about them.

- III. To mitigate the cash holding risk, members should be encouraged to open bank account through joint signatory. They should decide who would operate the bank account.
- IV. Member should be made aware that before mobilization of saving for lending to their members, they have to formulate policy about loan size, interest rate, repayment period.

3.6. Initiating Water Resource Management Committee (WRMC)

It is loose federation of all COs. One representative of each CO will be the member of WRMC. After 60% of households in the settlements are organized and COs are formed in VDC, WRMC should be organized on monthly basis. The disadvantaged groups like poor and dalit should be included in this meeting in order to provide the opportunity to them to listen and raise their voices for confidence building. This meeting helps to share the best practices at VDC level and also helps to resolve the problem incurred during the implementation of project. It also helps to establish the functional linkages with development agencies and local government. The representative will be accountable to COs, UC.

a) Activities to be performed by WRMC

- Formulate policies on Water Resources Management and other policies for socio-economical development of all households in VDC.
- Formation Water Resources Functional Group (WRFG) on consensus based decision for execution of the project.
- Assist COs/UC for collection and proper utilization of internal & external resources.
- Link with various agencies and act as an intermediary between COs/UC with those agencies.
- Coordinate with VDC and assist COs in planning workshop regularly.
- Carry out regular auditing of COs/UC and monitor the utilization of loan fund (seed money) and O & M funds.
- Manage loan funds as revolving fund and maintain related account books.
- Identify training need and organize it.
- Explore markets, assist in the establishment of input and output marketing system in the VDC.
- Supply of record books to COs/UC.
- Carry out community managed livestock insurance system.
- Supervise community mobilizer and recruit as staff of WRMC.
- Formalize WRMC under existing Government rules.
- Act as financial intermediary role.
- Conduct special package to improve the living conditions of poorest of the poor and other deprived members. The special package includes:-
 - i. Identify poorest of poor in each CO
 - ii. Hold a separate workshop with them
 - iii. Conduct training on business awareness

- iv. Plan their programs with them
- v. Skill development training
- vi. Increase access to loan/credit fund. Provide credit in kind and repay in kind
- vii. Ensure friendly loan terms: repayment schedule, interest rate etc
- viii. Provide insurance package
- ix. Support to link them with the market

3.7. Formation of User Committee & its duties

Functional Groups, so called User Committees, are formed from the community organizations having common needs, priorities and willingness to fulfill those needs through collective group actions. For effective and efficient launching of awarded scheme, users committee will be formed among the users of one or more than one COs. The concerned COs nominate the representative among the CO members on consensus based decision. The number of members in the executive committee (UC) depends upon the type and nature of scheme. They will select one chairperson and one manager among the users to conduct the following task independently: (Refer the Step by Step Manual of RVWRMP:

- Hold meeting to review the progress and prepare plan for remaining period.
- Undertake all works related to construction, operation and management of scheme.
- Mobilize the users' efforts for effective and timely implementation of the scheme and other initiatives.
- Generate O & M fund and mobilize for income generation activities through COs.
- Mobilize seed money and other post construction fund for IGA, micro enterprise through concerned COs.
- Establish functional linkages with COs, WRMC.
- Maintain the necessary books of accounts.

4. Community Mobilizer

To harness the dormant potentiality of people in the community, provide technical and social guidance, and mobilize the community for common interest and need, a cadre from local community is required; so called community mobilizer. *“A person who assists in achieving the objectives of RVWRMP with full commitment and in full faith is referred to as genuine cadre.”*

Employee/cadre/Community mobilizer (CM) possessing the following ‘4-Cs are indispensable for the success of RVWRMP through social mobilization process:-

- iii. **Competent** in his/her field of specialization.
- iv. **Creative** enough to translate technical knowledge into a simpler form that can be understood by the local community including illiterate people.
- v. **Committed** to achieve the goal/objective of *RVWRMP* irrespective of time it takes struggles it requires.

- vi. **Character**-able to maintain an ideal character acceptable at local community level.

4.1. Requirement of CM

To launch the RVWRMP effectively in the VDC, the required number of community mobilizer (CM) would be one to two depending upon the following factor:

The VDC having potential households more than 600 and more than one and half hours walking distance from one ward to another, two CMs (one male and one female) of same VDC will be hired. *(potential households indicate the person of such households living throughout the year in the village)*

The VDC having potential households less than 600 and traveling distance from one point of VDC to another point is less than one hour, one female CM will be hired.

4.2. Qualification and Criteria for Community Mobilizer:

At least grade 8 passed for female candidate but SLC passed would be preferable. But in case of male candidate, minimum qualification would be SLC passed.

Permanent Residence of same VDC.

He/She should be interested and willing to work and stay with community.

He/She should be politically neutral.

He/She should be smart and physical fit to travel within VDC.

He/She should be unemployed. Preference will be given to deprived, dalit.

In case of female, married women will be preferred.

For providing the opportunity to female and dalit in the recruitment of CM, qualification criteria will not followed strictly.

Among two CMs, one CM should be from dalit/DAG. In case of only one CM, female of Dalit/DAG will be recruited.

Both CMs should be selected from **JAGDAMBAS**.

4.3. Selection of Community Mobilizer

During familiarization of RVWRMP, the given criteria should be discussed in the workshop at VDC. Some more specific criteria as per VDC requirement will be incorporated. To take the ownership and accountability of community mobilizer, community people should be involved in the selection process. WRAs will facilitate the process of recruitment at VDC level with close consultation with VDC authority. The written test and interview will be conducted for the selection. But the selection should be endorsed by the DMC/DDC.

The selected candidate before taking the responsibility in VDC, will undergo immediately on regular training courses on social mobilization and others which will be organized by the project.

4.4. Remuneration and other Facility

The long term vision of the RVWRMP is to get the continuation of developed COs/WRMC/UC even after the project has phased out from VDC. Community mobilizer should be made aware that they are the staff of WRMC rather than the staff of DDC/RVWRMP. Thus loan funds so called revolving fund will be established as endowment fund at each WRMC after the formalization to meet the management cost. Then after, he/she will be paid by the interest earned through the revolving fund. But during implementation phase of RVWRMP, his/her monthly remuneration and other facility will be determined and paid by DMC/DDC.

4.5. Capacity Building of Community Mobilizer

The selected candidate before taking the responsibility in VDC, will undergo immediately on regular training courses such as:

- Conceptual framework and process of Social Mobilization, concept and modality of RVWRMP.
- Concept of social inclusion and gender development
- Solid Waste management and environment
- Leadership Development
- Concept of savings, its mobilization and book keeping.

During the course of implementation of RVWRMP, his/her capacity should be enhanced to sustain the developed institution on following courses stated below:

- Concept and process of WUMP preparation and implementation.
- Auditing
- Refresher course on Social Mobilization.
- TOT on Leadership Development
- Management of Micro-credit and finance
- Monitoring, reporting
- Concept and process of O & M
- Office and COs Management

- Facilitation skills etc
- Any other training, exposure as per his/her training need assessment.

4.6. Role, Responsibilities and Duties of Community Mobilizer

As CM will be the staff of WRMC after RVWRMP phased out, his/her duties, role and responsibilities will not be limited to this which is listed below. She/he should perform the duties that enable the members of COs to reap the benefit of organization for their development and welfare.

- Sensitize the community and assist them to organize through basic elements of RVWRMP social mobilization.
- Provide assistance in collection of data and information during WUMP preparation.
- Provide support during training, workshop organized at VDC level/scheme/CO level.
- Create conducive environment for the WUMP preparation and implementation of scheme.
- Conduct regular WRMC/WRFG.
- Organize saving, credit and book keeping training for the managers.
- Organize leadership development training for the chairpersons.
- Provide technical backstopping to COs regularly.
- Assist COs, users and other functional groups for accessibility of resources.
- Assist COs, WRMC/WRFG to establish the functional linkages with VDC, DDC and other development agencies working in the district.
- Support COs/UC to keep transparent account
- Assist to identify poorest of poor in COs and empower them through affirmative actions
- Attend regular meeting organized at DDC and prepare monthly and other reports as per need of project.
- Assist and support WRMC to get formalization under existing laws of government.
- Maintain the account book at WRMC level.
- Act as a secretary of CMC/WRMC and establish financial linkages with bank if loan funds are not adequate to fulfill the need of CO members.
- Assist and support COs during the participatory monitoring process.
- Open the WRMC account in the near by bank and conduct reconciliation regularly.
- Organize exposure trips for the cadres developed under programme.
- Perform any other tasks to achieve the goal and objectives of RVWRMP.

Annex-1

The Function, Duties and Rights of the Chairperson, Manager and the Members in Community Organization

The Chairperson

The chairperson has a very important role to play in keeping the organization alive and in running it smoothly. The chairperson mainly performs the following functions:

1. Conduct the weekly meetings.
2. Call special meetings if required.
3. Include everyone from the village/settlement in the course of development.
4. Ensure that the deprived groups such as dalits, Janjati, and women are not left out from the benefits.
5. Take good care of cash/commodity received from CO savings or any other source.
6. Provide assistance to manager.
7. One behalf of CO, represent in the meetings organized at VDC/DDC level.
8. Establish functional linkages with other COs, UC/WRMC/WRFG,
9. Provide conducive environment for the WUMP preparation and implementation of scheme.
10. Assist to implement special package for the poorest of poor and deprived group members.

The Manager

The manager has a considerably significant role to play in the furtherance of the community organization in a sustained manner. The manager will have to carry out the following responsibilities to lend a momentum to the organization's activities:

1. Upon collecting savings in each meeting from all members:-
 - Present details of the same to the members.
 - Make a mention of the details in the attendance register.
 - Get every member to sign it.
2. Write the agenda of discussion on the minute book, minute the discussions and decisions made and get signature of every member present.
3. Enter each member's saving amount into the Saving and Attendance Register.
4. Enter the amount shown in the Saving and Attendance Register into each member's Passbook and sign it for attestation.
5. Deposit the collected savings amount in the saving account or other account opened as per the decision of the CO in the nearest bank; get it mentioned in the passbook received from the bank.
6. As per decisions of CO, make the necessary lending and collections and keep record of the investment and collections.
7. Reconcile the total savings amount deposited by the all members until the previous meeting with the amount deposited in the bank.
e.g., total savings= amount in the bank+investment+cash balance

8. Conduct half yearly and annual closing of the account.
9. Distribute the profit/income to all members and get them entered into each member's individual ledger, passbook and saving register.
10. With help of the CM, get CO business/transactions audited regularly.
11. Acquire the loan funds from the WRMC/RVWRMP and disburse, collect, repay to WRMC and maintain all records.
12. Develop CO-fund and circulate it as a loan to the members to increase the CO capital in future.
13. Mobilize O & M fund as supplement to credit to the members for income generating activities

The CO-member

1. Participate in the regular meeting of CO.
2. Keep a regular eye on the transactions/accounts of the CO.
3. Evaluate the performance of the Chairperson and Manager regularly. If their performance is not satisfactory then change them by selecting new Chairperson and/or Manager.
4. Formulate policies and rules as needed to run the organization and ensure that the policies/rules are honored.
5. Assist Chairperson/Manager by selecting assistant Manager and other sectoral specialist.
6. Participate in the users meeting.
7. Provide the information and other support during WUMP preparation and implementation of the scheme.
8. Participate and conduct participatory monitoring and evaluation.
9. Provide and supply community contribution in the completion of scheme.
10. Monitoring the utilization of resources received by the project and other agency.
11. Watch the utility of loan fund disbursed to the members.

Annex-2

CO-Meeting: Why and How?

Decision regarding any issue should be based on all the members' mutual consultations and discussions. For this purpose, all the CO members should be required to gather at a specified place. Such a gathering aimed at holding discussions is called a meeting.

Why Hold Meetings?

1. The meeting offers the members an opportunity to express their views with respect to the tasks about to be undertaken. In order to include all members in the decision-making process, it is necessary to hold meetings.
2. Involving the members in the decisions about any activity/work enhances their trust in that activity/work and encourages them to engage in that work/activity with a maximum of commitment.
3. Until the members have understood the "why and how" of the activity being executed, they can not participate properly in any activity. In order to make matters such as the "why and how" transparent and accordingly take decisions, meeting is suitable and indispensable process.
4. In order to identify the local needs and accordingly prioritize them, active involvement of the members of the CO is essential. A meeting is an easy medium for this purpose.
5. Communicating with each other is necessary to know and understand each member's happiness and problem. For this, a meeting is an appropriate forum.
6. In order to maximize the collection and utilization of capital and other resources, it is necessary to make decisions. Hence, a meeting is needed to take such decisions.
7. In order to evaluate the works in progress and to make improvements when necessary, a meeting is required.

Procedures for Conducting a Meeting

1. The agenda for discussion should be determined before the meeting is held.
2. The number of members present should be indicated in the minute book.
3. Decisions made in the meetings should be written in the minute book. A sample of minute book is provided in annex-3.
4. The number and date of each meeting should be mentioned.
5. The meeting should be commenced at a fixed time.
6. CO Chairperson should be entrusted with the responsibility of conducting the meeting.
7. The weekly meetings may be divided in to two parts. On one side, the Manager carries out the weekly transactions of savings collection while, on the other side, the Chairperson holds the discussions with the rest of the members about different social and economical, integrated water resource management issues.
8. In case of the Chairperson's absence, the meeting should be conducted under the Chairpersonship of a member who is chosen from amongst the senior members.

Where Should the Meetings Held?

As far as possible, the meeting should be held in an open or public place. And, it would be more appropriate if the meeting is held in the middle of the village/settlement. If one of the members of the CO is willing, the meeting can also be carried out in that particular member's courtyard.

Points to be Noted while Holding the CO Meeting

1. Discussions should be held on only necessary topics and decisions should be made only thereof.
2. Prior to holding meeting the Manager should get the bank balance of saving amount and in the presence of all members, tally it with the total amount in the members' saving register.
3. After collecting the saving amount from all members in the meeting, the manager should enter it into the saving register and the passbook and deposit the collected amount in the bank, if it is not being lent out to the members.
4. While holding discussions or reaching a decision, issues of institutional development and social discipline should be kept into considerations.
5. As far as possible, the duration of the meeting should be kept to the minimum. It should commence and conclude punctually.
6. While discussing, each member should give his/her views turn by turn. It is always good to encourage those members who can not speak in the public or feel shy to speak in the meeting.

Things that Should Not be Discussed During Meeting

1. Members' personal matters.
2. Matters pertaining to politics.
3. Matters that go against social interests.

Annex-3

A Sample of Minute Book

Name of Community Organization:

Address:

Meeting No: Date:

Total No. of Members:

Number of members attending :.....(according to saving and attendance register)

Savings amount Rsup to the previous meeting (according to savings register)

Savings amount Rs.....during this meeting (according to savings register)

Total Savings Amount Rs.....(according to savings register)

Name of the Chairperson or the person presiding this meeting: Mr/Mrs/Ms.....

SN	The Agenda for Discussion
1	
2	
3	

SN	Discussion and Decisions made
1	
2	
3	

Signature of the Members:

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Manager's Signature

Chairpersons Signature

Community Mobilizer's suggestions, instructions and reactions:

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Signature

Date

Annex 5

A Sample of Passbook

Self Governing Institutions through Integrated
Water Resource Management.

Pass Book

Name of the Community Organization.....

Name of the Member:.....
Name of father/husband.....
Address: VDC.....
W.N.....
Village.....

Account No.....

Courtesy:
DDC/VDC.....

Back Page

Date	Detail	Saving Rs	Withdrawn Rs	Balance	Manager's Signature

Inside

A Sample of Petition Letter for Getting the Organization Registered with the VDC

Date.....

Subject: About Inclusion/Register in the list

To,
The Chairperson
.....VDC
..... (district)

Above mentioned context, We, the undersigned, have organized to form community organization namedat ward no.locality (settlement).....with the support team of RVWRMP/VDC. We therefore, request you to register the organization in organization inventory list of VDC.

The Details

S.N.	Name	Designation	Age	Signature

Views of Community Mobilizers
.....
.....
.....
.....
.....

Signature.....

Date.....